

DEPARTMENT OF PLANNING, MONITORING & EVALUATION

# FRONTLINE SERVICE DELIVERY MONITORING

— INFORMATION BROCHURE —



IMPROVING CITIZENS' EXPERIENCES ON GOVERNMENT SERVICES



planning, monitoring  
& evaluation

Department:  
Planning, Monitoring and Evaluation  
REPUBLIC OF SOUTH AFRICA





## What is Frontline Monitoring?



The Frontline Monitoring programmes of the Department of Planning, Monitoring and Evaluation monitors the effects of policy priorities between government and citizens at the coalface of service delivery. The Frontline Monitoring programmes conducts this monitoring at the three spheres of government including the state owned entities.



## Why Frontline Monitoring?



**Strategic Objective:** To monitor the quality of the services provided to citizens at institutional and facility level.

**Purpose:** Facilitate service delivery improvements through frontline, citizen-based monitoring and effective complaints resolution systems

- Develop and implement monitoring systems that are responsive to priority at policy and service delivery level
- Provide support to Political Principals on taking government to the people through the Presidential / Ministerial Siyahlola and Izimbizo Programmes
- Establish, coordinate and enhance citizen based monitoring systems
- Manage the Presidential Hotline, coordinate and enhance complaints resolution systems in government

The Frontline Monitoring activities are not implemented simply to gather information. The programmes work in teams drawn from across Provinces and Departments to design and implement counter-measures for when plans, budgets and programmes fail to achieve policy intent. It is this part of the DPME's monitoring capability that provides insights into the systemic issues through fine-grained exposure to the specific challenges faced by ordinary citizens and frontline officials. It provides the evidence and insights needed to drive continuous improvement in government performance, where problems on the ground provide the evidence for reviews of plans and policies.

# OVERVIEW OF FRONTLINE MONITORING SYSTEMS IN DPME



Frontline Service  
Delivery  
Monitoring (FSDM)  
Izimbizo / Siyahloa



Presidential  
Hotline



Citizen-based  
Monitoring  
(CBM) Monitoring  
using civil  
society and citizen  
feedback

DPME Frontline Monitoring Systems

## WHAT IS FRONTLINE SERVICES?

Frontline services are the citizen-centric part of delivering public services and a part of what the citizen sees of a department that is responsible for providing services. They are the end point of a whole chain of people in various positions within an organisation/government working towards making sure that the systems and processes which allow the frontline staff to provide services to citizens are in place.



## ■ PRESIDENTIAL HOTLINE

Presidential Hotline, established in 2009, is a platform for citizens to lodge service delivery complaints, make enquiries, offer suggestions, compliments and continues to impact positively on the lives of ordinary citizens. Presidential Hotline has a very established and well-coordinated stakeholder network in the form of Public Liaison Officers posted in all provinces, government departments and municipalities to promote cooperation and collaboration between stakeholders. Presidential Hotline also conducts awareness campaigns during Presidential Izimbizo and outreach programmes.

### Founding objectives of the presidential hotline

To deepen the practice of participatory democracy in all spheres of public for a responsive and caring government.

---

To entrench the Batho Pele principles and values within the Public Service in pursuit of service delivery excellence.

---

To remove complacency, cynicism and excuses in the delivery of services to the public; thus building a society that shuns laziness and incompetence whilst prizing excellence and rewarding effort. In doing so, encouraging government accountability to the people.

---

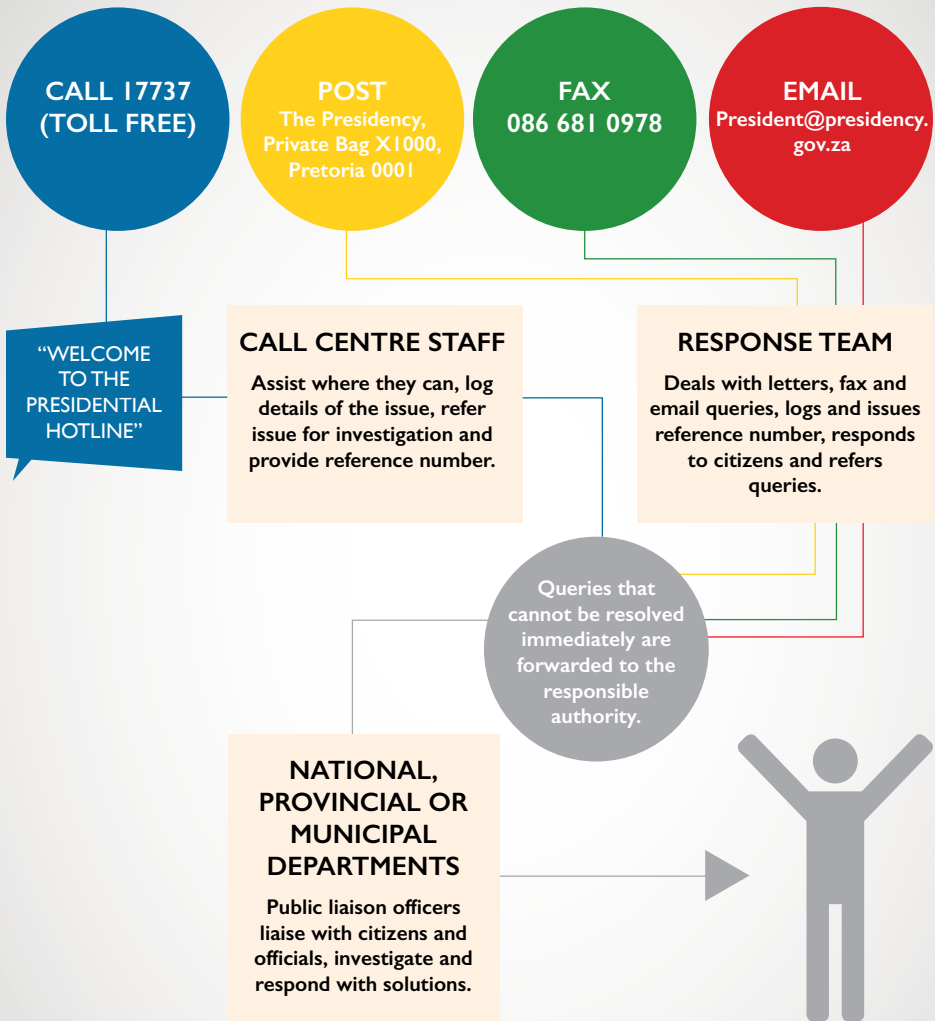
To make real the fundamental right of all South Africans to freely express themselves on service delivery challenges.

---

To educate the people about their rights and responsibilities related to service delivery.



## HOW THE PRESIDENTIAL HOTLINE WORKS?



The Presidential Hotline strives to be a model for responsive and accountable complaints systems as well as working with departments to ensure the information from the Hotline is used as a valuable source of evidence for policy making and planning.

## ■ CITIZEN-BASED MONITORING

DPME's citizen-based monitoring (CBM) programme supports government departments to focus on the views and experiences of communities when they monitor plans and programmes. The CBM programme responds to the following problem statements:

- Monitoring systems and practices of sector departments are largely dependent on government monitoring itself
- Citizen-government monitoring mechanisms at service delivery site level are generally weak or absent
- Low levels of trust currently exist between organised civil society and government around service delivery monitoring

These are in the Framework for Strengthening Citizen-Government Partnerships for Monitoring Frontline Service Delivery. This framework was approved by Cabinet in 2013 and sets out roles and responsibilities for implementing citizen-based monitoring.

The framework gives DPME an “advisory and technical support” role to promote citizen-based monitoring in service delivery. It does not envisage DPME implementing citizen-based monitoring at scale. This is the responsibility of service delivery departments, who must adjust their M&E approaches to include citizen-based monitoring. The framework also tasks DPME to “focus on strengthening government’s ability to engage with civil society to achieve constructive partnerships around monitoring for service delivery improvements.

The framework gives Offices of the Premier the responsibility “to introduce citizen-based monitoring into their M&E strategies and practices and support the uptake of CBM by provincial departments and local government.” The CBM project is part of the Medium Term Strategic Framework, as it is regarded as a way to advance the National Development Plan.

DPME has developed a number of tools for citizen-based monitoring and provides on-going support to departments to develop suitable citizen-based monitoring systems for their context. Key to the CBM approach is learning from experience in the field and building state capability through hands on problem-solving.

## HOW THE CBM WORKS?

### Community and staff feedback



### Responding to citizen priorities



### Monitoring commitments



#### Tools for 3-step method:

1. Questionnaires for police, health, SASSA and DSD facilities, Local government planning. CBM Tools
2. Guidance on how to implement 3-step CBM method (see [www.dpme.gov.za/cbm](http://www.dpme.gov.za/cbm)) including:
  - Recruiting and training community survey team
  - Producing citizen feedback reports
  - Facilitating root cause analyses and development of commitment charters
  - Convening community meetings that focus on participation
3. On-line report generating tool
4. Video presenting DPME CBM fieldwork

To date DPME has implemented citizen-based monitoring in 17 health facilities, 17 police stations, 11 SASSA local offices and 9 welfare service offices for the Department of Social Development. The various tools and methods are captured in a CBM toolkit which is available on DPME's website. DPME has also worked with Office of the Premier, Northern Cape to develop a CBM tool for supporting local government in their integrated development planning processes. This is currently being tested and refined in municipalities in Northern Cape and more recently in Gauteng.

## ■ PRESIDENTIAL SPECIAL PROJECTS

o The special projects unit was established to provide support to political principals in the following programmes across all the nine provinces:

- Siyahlola: Focused monitoring in line with government's priority outcomes
- Izimbizo: Direct engagement with communities on needs and quality of government services
- Youth Development and Career Expos: Platform for young people to connect with public and private institutions and be exposed to developmental opportunities
- Monitoring visits: On-site monitoring of active projects to unlock challenges and launch completed projects.
- Service Delivery Complaints: Investigation of critical/ key service delivery issues around the country, including pro-active monitoring approach.

The unit provides support to 4 political principals: President, Deputy President, Minister and Deputy Minister.





# HOW THE PRESIDENTIAL SPECIAL PROJECTS WORK

## Preparatory Arrangements

- Undertake preliminary assessment of the critical issues relating to the area and government priority outcome
  - Participate / coordinate the planning meetings to scope the visit, identify sites and prepare programme for the day
  - Prepare briefing notes / environmental scan report for the political principals
- 

## The Visit

- Anchor the Presidential / Ministerial delegation
  - Prepare a detailed report on the visit
- 

## Sustainable Intervention / Post Monitoring

- Develop an action plan on commitments made, community concerns raised, with time frames
- Communicate commitments made and recommended interventions to relevant departments / municipalities.
- Establish intergovernmental structures to monitor commitments and issues raised
- On-site monitoring visits for verification
- Quarterly reports to the offices of the political principals and management structures on projects performance
- Facilitate formal handover and closure of projects

## FRONTLINE SERVICE DELIVERY MONITORING

Frontline Service Delivery Monitoring (FSDM) programme is a facility monitoring exercise collaborating with the Offices of the Premiers in all nine provinces. It commenced its monitoring activities in 2011, the focus being on the frontline service standards that are aimed at improving service delivery and to date over 900 facilities have been monitored. The intention of the FSDM Programme is not to cover all facilities, but to demonstrate the value of on-site monitoring to selected facilities. The key message from the FSDM initiative is that responsible departments need to strengthen planning and monitoring for facility-level service delivery by ensuring that norms and standards are in place, realistic and monitored daily.

### How the FSDM programme works?

The Frontline Service Delivery Monitoring (FSDM) initiative is aimed at strengthening the monitoring practices of field-level managers and their supporting decision makers in head offices. The programme is implemented jointly with all nine Offices of the Premier. The initiative:

- Demonstrates to Offices of the Premier and sector departments the value of on-site verification of reported results.
- Demonstrates the value of collecting monitoring information from different sources including users, staff and monitors.
- Demonstrates how to use evidence collected at facility level for catalysing improvements.

Conducting improvement monitoring encourages a culture of valuing regular on-site monitoring and verification as a source of evidence for decision making and using the evidence for quick decision making as well as systemic changes. Facilities that are monitored:

We monitor nine types of frontline service delivery sites:

- Courts
- Drivers licence testing centres
- Home Affairs offices
- Hospitals and clinics
- Municipal customer care centres
- Police stations
- SASSA offices
- Schools
- NYDA



## 1. Assess

### Baseline Monitoring:

This is an unannounced visit to a facility where a team assesses the quality of service delivery at facility-level, using a set of questionnaires to interview citizens, staff and observation of monitors. The results are recorded in the form of score cards with improvement plans.



## 2. Communicate

### Feedback Meeting:

A meeting is held where feedback is provided on the findings on the of the baseline assessment. A summary findings report is presented and an improvement plan is confirmed.



## 4. Assess improvements

Every year improvements are assessed. This includes verification visit to the facility. This is also unannounced monitoring visit to verify and assess achieved action items. The output of this is a facility progress report comparing the extent to which improvements have been implemented, providing a useful benchmark for the facility to measure improvements over time.



## 3. Facilitate improvements

The next step is an improvement monitoring meeting with key stakeholders to check on progress with implementing the action plan and discuss challenges and how to manage challenges.

## THE FOCUS ON FACILITY MONITORING

### Location and Accessibility

1. Accessible distance
2. Physical premises fit for purpose
3. Resource to provide service

### Visibility & Signage

1. Signage to facility
2. Signage within facility
3. Signage in local language
4. Service offering information

### Queue Management & Waiting times

1. Queue management systems
2. Waiting times
3. Special provision for users with special needs

### Dignified Treatment

1. Courteous, dignified and respectful service
2. Language of choice
3. Efficient and responsive officials
4. Easily recognisable staff
5. Information about service requirements and processes
6. Awareness of service charters and standards

## FSDM TOOL KPA AND PA

### Cleanliness & Comfort

1. Cleanliness and maintenance of facility
2. Suitable waiting area
3. Child friendly services (courts only)
4. Accessible, clean and functional ablution facilities

### Safety

1. Safety and security measures
2. Safety procedures
3. Safety of records
4. Access control

### Service availability and efficiency

1. Display of operational hours
2. Adherence to operational hours
3. Service efficiency

### Complaints and compliments/ Citizen experience

1. Awareness of complaint lodging mechanisms
2. Availability of complaints and compliments lodging systems
3. Citizen satisfaction



## FSDM COVERAGE

Numbers of facilities monitored between 01 June 2011 and 31 March 2017

Province	DLTC	Education	Health	Home Affairs	Justice	MCCC	SAPS	SASSA	Youth	Totals
EC	5	8	18	8	7	7	10	10	2	75
FS	10	25	17	9	10	12	10	7	1	101
GP	12	57	63	13	9	18	30	23	4	228
KZN*	5	7	14	8	7	5	6	6	1	59
LP	12	14	22	10	9	9	11	9	2	98
MP	12	13	20	11	9	4	13	13	1	96
NC	4	12	22	7	9	11	8	10	1	84
NW*	5	15	18	4	5	5	11	11	1	75
WC	5	13	18	9	8	6	11	11	1	81
<b>Totals</b>	<b>70</b>	<b>164</b>	<b>212</b>	<b>79</b>	<b>73</b>	<b>77</b>	<b>110</b>	<b>100</b>	<b>14</b>	<b>899</b>

\* Monitoring started in 2012





**For more information visit: [www.dpme.gov.za](http://www.dpme.gov.za)**

**DPME Contact Information:**

The Union Buildings, East Wing, Government Avenue, Pretoria

Hatfield Office, 330 Grosvenor Street, Hatfield, Pretoria

Contact Numbers: Tel: +27 (0)12 312 0000 | Fax: +27 (0)12 323 8246